



Economic Growth & Competitiveness

– Cause & Effect Map

As a community, Bellevue values...

- A community that grows in ways that add value to our quality of life and enhance the opportunity for economic prosperity.
- A business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment and prosperity of the community.

Factors:

City Brand

- City Mission/Vision
- Bellevue's Reputation
- Regional Character & Location
- Existing Businesses & Industries
- Regional Leader in Commerce
- International Gateway City

Costs and Capital

- Incentives to attract entrepreneurial businesses
- Tax Policies & Programs
- Development Processes
- Utility Costs

Land, Infrastructure and Planning

- Infrastructure for Communications & Utilities
- Transportation Systems & Choices
- Strategic Growth Plan
- Zoning & Site Development
- Major Facilities

Quality of Community

- Social Offerings
- Housing Choices
- Diverse Retail & Tourism
- Parks/Open Space & Well-Kept Neighborhoods
- Sense of Community

Workforce

- Diverse Workforce
- Opportunities for Education, Innovation and Research
- Training, Internships, Apprenticeships & Volunteer Programs
- Diverse Employment Portfolio offering living-wage jobs

Key Community Indicators:

- % of residents who feel the City is doing a good job of planning for growth that adds value to their quality of life
- % of residents and businesses who agree that the City is doing a good job helping create a competitive business environment that supports entrepreneurs and creates jobs.

Key Performance Indicators:

- % of customers rating inspection or review services as very good or good
- Employment growth rate by sector
- Jobs in Bellevue as a % of total regional jobs
- % change in B & O tax revenue
- Change in Taxable Retail Sales (TRS) per capita
- Employment rate of Bellevue citizens compared with the regional rate



Budget By Outcome

Economic Growth and Competitiveness

Performance Measures

Community Values:

As a community, Bellevue welcomes growth that adds value to our quality of life and enhances opportunities for economic prosperity. The City understands the importance of a business environment that makes us competitive in retaining and attracting businesses, assists entrepreneurs in creating jobs, and supports community prosperity.

Are We Achieving Results that Matter?

The percent of residents who feel (1) the City is doing a good job of planning for growth and (2) the City is doing a good job of creating a competitive business environment have remained about the same although planning for growth in ways that add value to the quality of life has decreased in the most recent Performance Survey.

By creating attractive places to live, work and play the City provides an environment where businesses can grow and successfully recruit employees. Growth increases the City's tax base, enabling us to maintain its attractiveness and community programs. In the past two decades, Bellevue has become home to a number of high-tech companies, shifting from a suburb to a metropolitan center. Downtown Bellevue has matured with high-rise office development, an array of retail and entertainment uses, and residential development that provides an urban feel and attraction for professionals who both live and work in Bellevue.

Key Community Indicators: Economic Growth & Competitiveness	2012 Results	2013 Results	Change 2012-2013
% of residents who feel that the City is doing a good job of planning for growth in ways that will add value to their quality of life.	83%	76%	-7%
% of residents who agree that the City is doing a good job helping to create a business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.	85%	82%	-3%

Key Performance Indicators	2011 Results	2012 Results	2013 Results	2013 Target
Percent of region's job growth captured within Bellevue since 2000	12.20%	6.30%	6.0%	7%
Bellevue retail sales and use tax growth rate compared to regional growth rate	0.70%	0.80%	-2.20%	1%
Employment rate of Bellevue residents compared to regional employment rate	1.80%	1.50%	*	1.5%
Percent change in B&O tax revenue	+2.9%	+3.6%	+7.4%	**

**data not available; **targets not set*

**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Economic Growth & Competitiveness

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section (presented in numerical order by proposal number).

<u>RT</u> <u>Rank</u> ¹	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type</u> *	<u>2016</u> <u>FTE</u>	<u>2015-2016</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding</u> <u>Sources</u>
1	Development Services Review Services	•	110.03NA	En	52.95	13,816,572	DS, Utilities, General
2	Economic Development Core Program and Services	•	115.15NA	E	2.00	704,530	General
3	Economic Development Strategy Implementation	•	115.16NA	En	1.00	572,312	General
4	Broadband Fiber and Cable Franchise Program	•	090.15NA	N	0.00	380,997	IT
6	Downtown Parking Enforcement		130.17NA	E	0.10	233,155	General
NR	Bellevue Convention Center Authority (BCCA) Operations ²		060.10PA	E	0.00	26,269,500	Hotel/Motel Tax
Total Funded					56.05	41,977,066	
5	Downtown Parking Enforcement Alternative		130.17NB	N	0.00	830,935	General
Total Not Funded					0.00	830,935	

***Proposal Type:**

E = Existing - same service level as previous biennium

En = Enhanced - expanded service level or budget request

N = New - entirely new proposal

¹ Proposal Rank with NR were not ranked by the Results Team.

² BCCA proposal includes pass through expenditures previously not submitted to an Outcome.

City of Bellevue 2015-2016 Operating Budget

Proposal Summaries by Outcome

Economic Growth and Competitiveness

060.10PA **Title:** Bellevue Convention Center Authority (BCCA) Operations

Department: Finance

	2015	2016
Budget:	\$17,451,500	\$8,818,000
FTE/LTE:	0.00/0.00	0.00/0.00

This proposal provides 100% of transient occupancy tax (approximately \$21 million in the 2015-2016 biennium) for the continuing support of and partnership with the Bellevue Convention Center Authority (BCCA) to promote business and tourism. BCCA fulfills its mission by supporting the operations of the Meydenbauer Convention Center. Meydenbauer Convention Center serves as an economic engine to the community. Their activities bring people into the City which provides for increased transient occupancy tax (TOT), sales, and business and occupation (B&O) tax revenues. Additionally, they provide a facility for community events and performing arts while maintaining a nearly self-supporting status.

<u>Performance Measure</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
Meydenbauer Center - Dollar of Economic Impact Generated (\$m)	\$34.60	\$53.90	\$55.50	\$57.20
Meydenbauer Center - Operating Revenue	\$8.70	\$8.10	\$8.30	\$8.50
Meydenbauer Center - Coverage Ratio	100%	92%	90%	90%
Meydenbauer Center - Number of hotel nights generated by operations (thousands)	38.3	30.9	31.8	32.8
Meydenbauer Center - Number of events	282	263	270	278
Theatre days booked	234	211	217	224
Customer Service Rating: overall quality of service	99%	95%	95%	95%
Customer Service Rating: overall courtesy of Meydenbauer Center staff	100%	95%	95%	95%

090.15NA **Title:** Broadband Fiber and Cable Franchise Program

Department: Information Technology

	2015	2016
Budget:	\$186,691	\$194,306
FTE/LTE:	0.00/1.00	0.00/1.00

This proposal responds to a Council Priority to “develop the Smart City strategy to include high speed data options to support businesses and residents and determine implementation steps” and ties to EDP objectives. Proposal outcomes include a survey to I.D. needs (including connectivity), levels of satisfaction and price point sensitivity. The information will be used to develop foundational strategies to ensure that quality, affordable internet connectivity is available. The proposal also includes limited resources for short-term capacity to enhance City relationships with service providers, facilitate solutions for service needs as they arise, coordinate City infrastructure investments to address gaps and bottlenecks and assist in identification of options for next steps. This is a first step toward meeting the overall goal to attract new investment and service providers by creating an environment that facilitates competition.

<u>Performance Measure</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
Residents are satisfied with the quality of telecommunication services available to them	N/A	N/A	N/A	N/A
Residents agree Bellevue is doing a good job of helping to create a competitive business environment	82%	N/A	N/A	N/A

Note – Operating Proposal Executive summaries are listed in proposal number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section.

City of Bellevue 2015-2016 Operating Budget

Proposal Summaries by Outcome

Economic Growth and Competitiveness

110.03NA **Title:** Development Services Review Services

Department: Development Services

	<u>2015</u>	<u>2016</u>
Budget:	\$6,847,661	\$6,968,911
FTE/LTE:	52.95/1.00	52.95/0.00

This proposal provides for Development Services (DS) review of designs and applications for private and public development projects. DS issues 12,000 to 14,000 permits and approvals per year that contribute to the economic prosperity of the City. The goals of development review are to ensure that buildings are safe, that land uses and project designs are consistent with the community vision, that the environment is protected, that traffic impacts are managed, and that developer-built utilities and other infrastructure meet the city's standards.

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Performance Measure</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Customers noting review services as very good or good	N/A	85%	85%	85%
Customers treated in helpful, courteous and knowledgeable manner	N/A	95%	95%	95%
Total applications applied for online	44%	55%	60%	70%
First review decision (FRD) timelines meeting target	55%	65%	70%	80%

115.15NA **Title:** Economic Development Core Program and Services

Department: Planning & Community Develop

	<u>2015</u>	<u>2016</u>
Budget:	\$346,457	\$358,073
FTE/LTE:	2.00/0.00	2.00/0.00

This proposal for the Economic Development Core Program and Services will continue to support the core functions of the Economic Development Office, at existing service levels: business retention and recruitment, business ombudsman, international business development, small business development, marketing and promoting the City as a place to do business. Through the ED Program the City works with local and regional business and governmental organizations to promote business in Bellevue and provide regional leadership on economic issues.

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Performance Measure</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Number of annual business openings in Bellevue	3,414	3,500	3,500	3,500
Percent of region's job growth captured within Bellevue since 2000	N/A	7%	7%	7%
Percentage of residents who agree that the City is doing a good job helping to create a business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.	82%	80%	80%	80%
Bellevue retail sales and use tax growth rate compared to regional growth rate	-2%	1%	1%	1%
Employment rate of Bellevue residents compared to regional employment rate	N/A	1.5%	1.5%	1.5%

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City of Bellevue 2015-2016 Operating Budget

Proposal Summaries by Outcome

Economic Growth and Competitiveness

115.16NA **Title:** Economic Development Strategy Implementation

Department: Planning & Community Develop

	2015	2016
Budget:	\$254,165	\$318,147
FTE/LTE:	1.00/0.00	1.00/0.00

This proposal is to implement the City's new Economic Development Strategic Plan, with a series of targeted actions in pursuit of a strengthened and diversified economic base. The focus is on the "direct strategies" identified in the Plan, which include actions to enhance high opportunity local employment clusters, to further position Bellevue as a Pacific Rim gateway, and to better market and promote the City's economic development prospects.

Requested resources include funding to support 1.0 FTE and \$300,000/year in professional services needed to make significant progress on the strategies identified in the Plan. Included within this amount is funding for the "Visit Bellevue" tourism proposal, as this directly supports a target cluster identified in the Plan.

<u>Performance Measure</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
Percent of region's annual IT cluster job growth captured in Bellevue	N/A	18%	18%	18%
Firm diversification in IT cluster	N/A	N/A	N/A	N/A
Percent of region's annual Tourism cluster job growth captured in Bellevue	N/A	9%	9%	9%
Firm diversification in Tourism cluster	N/A	N/A	N/A	N/A
Number of buiness openings in the IT cluster	160	200	200	200

130.17NA **Title:** Downtown Parking Enforcement

Department: Transportation

	2015	2016
Budget:	\$115,186	\$117,969
FTE/LTE:	0.10/0.00	0.10/0.00

This proposal will continue to provide enforcement for on-street parking in the Downtown. Short-term on-street parking in the Downtown creates turnover in parking spaces, thus increasing the overall parking availability for retail customers and general downtown visitors, a goal of the Downtown Subarea Plan. This proposal includes staff and resources needed to hire a contractor to provide enforcement services and to administer the Downtown parking enforcement program.

<u>Performance Measure</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
Weekly enforcement hours	60	60	60	60
Annual DT Parking enforcement contract cost	\$92,466	\$92,466	\$99,000	\$99,000
# Downtown parking spaces available	N/A	310	305	300
Downtown parking complaints received/responded	119	200	200	200

Total:

	2015	2016
Budget:	\$25,201,660	\$16,775,406
FTE/LTE:	56.05/2.00	56.05/1.00

Note – Operating Proposal Executive summaries are listed in proposal number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section.



Budget By Outcome Economic Growth and Competitiveness Purchasing Strategies Summary

The 2015-2016 Economic Growth and Competitiveness Result Team:

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Community Value Statements

As a community, Bellevue values:

- A community that grows in ways that add value to our quality of life and enhance the opportunity for economic prosperity.
- A business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment and prosperity of the community.

Community Indicators

The Community Indicators for the Economic Growth and Competitiveness Outcome are:

- % of residents who feel that the City is doing a good job of planning for growth in ways that add value to their quality of life.
- % of residents who agree that the City is doing a good job helping create a competitive business environment that supports entrepreneurs and creates jobs.

The Performance Indicators for the Economic Growth and Competitiveness Outcome are:

- % of customers rating inspection or review services as very good or good
- Employment Growth Rate by sector
- Jobs in Bellevue as a % of total regional jobs
- % change in B & O tax revenue
- Change in Taxable Retail Sales (TRS) per capita
- Employment rate of Bellevue citizens compared with the regional rate

Purchasing Strategies

City Brand

We are seeking proposals that enhance and promote the City Brand as a core asset. Such proposals will highlight Bellevue's reputation as a great place to live, work, learn and play. Specifically proposals that:

- Develop and support the ideas behind our City Mission/Vision in a unified manner (exceptional public service, upholding the public interest and being a collaborative, innovative organization that is future-focused and committed to excellence).

Budget By Outcome

Economic Growth and Competitiveness

Purchasing Strategies Summary

- Contribute to the positive reputation of Bellevue as a great place for business and development, a safe and diverse community to live in, and city with a vibrant retail and cultural life.
- Market the city and region's distinctive qualities and attributes including: our position as an established center of commerce, our central location (heart of the Eastside) and proximity to major transportation corridors (including transit connectivity), and our beautiful parks and open spaces.
- Showcase the city as a forward-looking community with a business-supportive culture and high quality of life (this may include local, national, or international recognition).
- Recognize opportunities presented by the diversity of the Bellevue community and the connections of many residents and workers to the global economy.

Costs & Capital

We are seeking proposals that support streamlined and predictable development processes while providing flexibility for the City to engage with the business community and regional partners. Specifically proposals that:

- Maintain streamlined, predictable, and customer-focused development processes.
- Facilitate private sector investments and partnerships with other governmental entities, the business community, and other organizations.
- Facilitate desired development by leveraging financing tools such as business districts, incentives, credits and bonds.
- Balance taxes, fees and utility rates with the City's economic development goals, commitment to high-quality services, and financial health.
- Enhance access to business capital to support development of new and growth of existing businesses.

Land, Infrastructure, and Planning

We are seeking proposals that promote, create, and maintain economic growth and competitiveness by planning for and providing reliable and efficient infrastructure, systems and services. Specifically proposals that:

- Support development of robust utility and communication networks with quality, reliability and capacity to retain and attract businesses.
- Support the vitality of commercial districts by providing efficient access and circulation with multi-modal choices
- Advance long-range economic growth strategies and plans that achieve the City's vision for the future as articulated in the Comprehensive Plan.
- Coordinate with regional partners for infrastructure and development planning.
- Facilitate a balanced mix of residential and commercial development through zoning and site development review.



Budget By Outcome

Economic Growth and Competitiveness

Purchasing Strategies Summary

- Promote usage and development of major facilities that attract businesses, residents and visitors.

Quality of Community

We are seeking proposals that enhance Bellevue's quality of community and create community attachment. Specifically proposals that:

- Enhance arts and culture to offer options for people who live here as well as increase the appeal of Bellevue as a destination to visit.
- Promote wellness through a wide range of sports and recreational activities.
- Promote quality housing opportunities for all income levels; including student housing options.
- Support community amenities such as restaurants, farmer's markets, shops, events, tourist attractions, and other social offerings for citizens to meet and engage with one another.
- Recognize businesses that significantly contribute to the City's quality of community.
- Enrich community aesthetics including parks and open space as a core element of economic development.
- Establish a "sense of place" through creation of distinct and attractive neighborhoods, streetscapes, and shopping areas.
- Create a "sense of community" that is welcoming to various types of people including families, minorities, and young people entering the workforce

Workforce

We are seeking proposals that develop the skills of Bellevue's present and future workforce so that businesses can successfully attract and retain talent. Specifically proposals that:

- Foster a diverse workforce by skills, culture, age, ability, etc. Provide job-matching or skill-matching services to attract and retain a diverse workforce.
- Support an evolving, growing workforce by providing opportunities for ongoing education within the city.
- Facilitate partnerships between educational institutions and local employers to attract new talent entering the workforce.
- Provide opportunities for on-the-job training via training, apprenticeships, volunteer and internship programs.
- Make Bellevue an attractive employment hub by supporting a diverse portfolio of employment opportunities in a variety of sectors.

